



UNDER SECRETARY OF DEFENSE  
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WASHINGTON, D.C. 20301-4000  
DEC 21 2001



PERSONNEL AND  
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
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UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
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DIRECTOR OF ADMINISTRATION AND MANAGEMENT  
DIRECTOR NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Refocusing the Defense Leadership and Management Program

Since its inception in 1997, the Defense Leadership and Management Program (DLAMP) has served as the Department's framework for developing future civilian leaders. Through this program, over 1,300 senior civilians have gained knowledge and practical experience, in a joint environment, in a wide range of subjects and issues facing Defense leaders. Many have moved into key leadership positions throughout DoD; others continue to prepare for the challenges of the future.

An assessment of DLAMP has been conducted and we believe that the original tenet of the program is valid - - highly capable senior civilian executives with a joint perspective on managing the Department's workforce and programs. It is time, however, to refocus and streamline the program in line with the Department's new strategic direction for civilian human resources management. The refocused DLAMP will be more flexible, cost-effective, and efficient in meeting short- and long-term requirements for highly capable civilian leaders.

The key elements of the revised program are as follows:

- Formal Education. Upon graduation, every DLAMP participant is expected to have a master's degree (or equivalent advanced education), in either a technical discipline or a management field. Participants who enter the program with a pre-existing advanced degree will be required to assess their past formal education with their supervisors and determine whether or not additional graduate courses in specific subjects are key to their success as

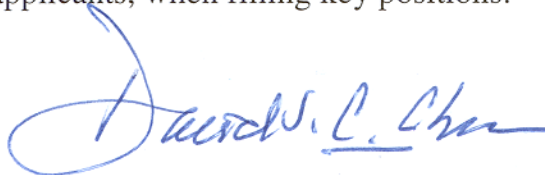


future leaders in the Department. These employees will be afforded the opportunity to attend up to 6 graduate courses in business management and public policy areas, at their local duty station, to round-out their academic portfolio. A participant who enters the program without an advanced degree may earn one through professional military education (PME) attendance (where master's degrees are conferred) or through an accredited university on a full or part-time basis. There will be 100 master's degree fellowships awarded each year to selected program participants. Participants are expected to pursue this opportunity with local universities and colleges.

- Professional Military Education. All participants will receive a thorough education in national security policy, studies, and decision-making, as well as leadership. The existing spaces in the 10-month PME in Senior Service Schools and at the National Defense University (NDU) will continue. Additionally the Center for Defense Leadership and Management Program (CDLAMP), at NDU, will modify its program to provide 4-5 courses on national security strategy and leadership. The CDLAMP courses will provide an excellent introduction to national security and leadership issues in preparation for Senior Service School attendance and are required for all participants.
- Rotational Assignment. A joint or cross-Component assignment of at least 12 months is highly encouraged, but not funded by DLAMP.
- Backfill for Long-term Training. Backfill will be provided for twenty-five percent of the students in long-term training.

We will begin to transition to the refocused DLAMP immediately and will be implementing program changes in accordance with the enclosed transition timeline. Intake of the DLAMP Class of 2002 will be delayed until the key program elements are in place and the current participants are transitioned to the new program. A 100 percent review of all current participants' portfolios will be performed. Future program participation will be based on this review and the requirements of the refocused program.

The DoD Components will continue to determine the assignment of DLAMP participants into key leadership positions. Selecting officials are strongly encouraged to consider broad managerial and leadership competencies obtained in this program, in addition to technical qualifications of applicants, when filling key positions.

A handwritten signature in blue ink, reading "David S. C. Chu". The signature is fluid and cursive, with a large loop at the beginning.

David S. C. Chu

Attachment:  
As stated

## DLAMP Transition Timeline

### 30 days:

Announce refocused program

Postpone intake of Class of 2002

Begin assessment of program changes on participants

Work with current DLAMP consortium universities on transition

### 60 days:

Detail core program requirements and operations for DLAMP Council

Draft revisions to DoD Directive 1430.16, "Defense Leadership and Management Program (DLAMP)," dated April 11, 1997

Terminate existing graduate course contracts at end of 1<sup>st</sup> Quarter, FY2002

### 90 days:

Assess status of current participants against new requirements

-- Place participants into appropriate DLAMP track based on prior education and program accomplishments to date

-- Identify participants who are eligible to graduate

-- Conduct individual assessment and counseling sessions

-- Process voluntary withdrawals

Announce Master's Degree Programs

Commence CDLAMP Leadership and National Security Studies classes

Nominate participants for 10-month PME programs (Academic Year 2002-2003)

### 120 days:

Restart nomination process for Class of 2002

Conduct graduation

### 180 – 360 days:

Select Class of 2002; conduct orientation

Refocused DLAMP program fully operational